



USAREUR/7A OPTEMPO and PERSTEMPO Study

In-Progress Report (IPR 3)
AUG 2000

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Purpose

Provide the 3rd update on the USAREUR/7A OPTEMPO/PERSTEMPO study being conducted by the U.S. Army Medical Research Unit - Europe.



Outline

- **Summary of Findings**
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 - Training
 - Deployment
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Summary of Findings (1 of 2)

This technical brief presents the findings from the third of eight data collection efforts of a two-year longitudinal study designed to assess the impact of operations and personnel tempo on soldier and unit readiness.

OPTEMPO Measures

- Workload was high, units reported working over 10 to nearly 13 hours a day while in garrison.
- Work hours on average increased to over 15 hours a day during training and to nearly 12 hours a day while deployed.
- Soldiers reported sleeping about 6 hours per night, regardless of whether they were in garrison, training, or deployed.
- Predictability for soldiers in garrison did not improve.

Medical Readiness

- For soldiers in garrison the number of physical health symptoms increased, while their psychological well-being did not change.
- During training exercises psychological well-being increased and self-reported physical health symptoms remained the same.
- On deployment, psychological and physical well-being did not change. However, soldiers exercised more and scored higher on their APFT.



Summary of Findings (2 of 2)

Military Readiness

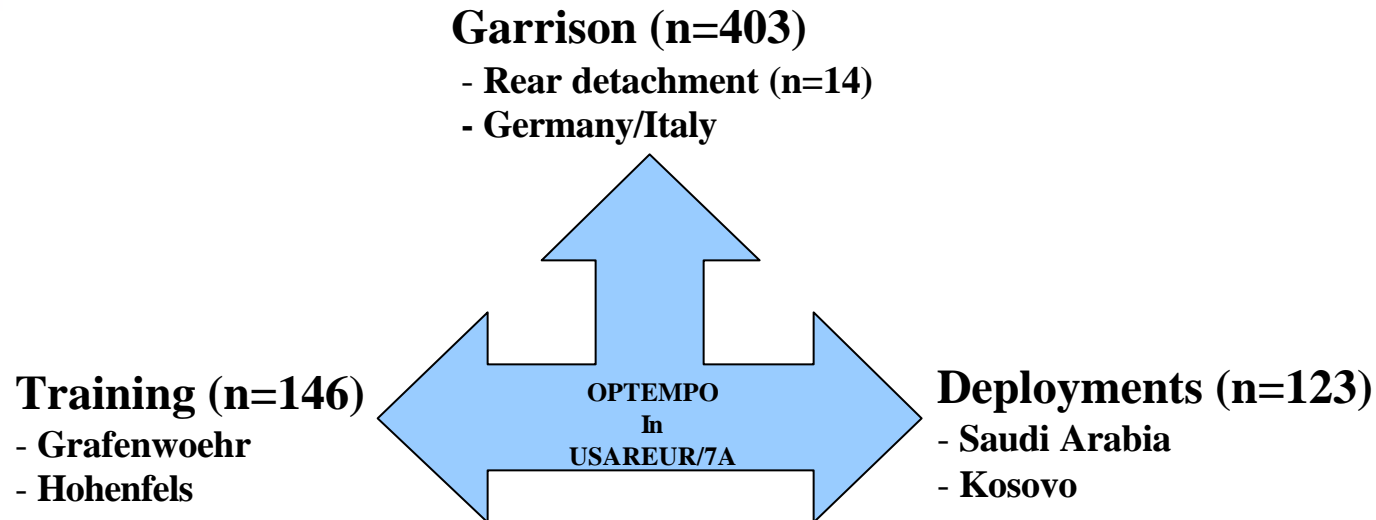
- Although unit cohesion did not change for soldiers in garrison, soldier pride, soldiers' view of officer and NCO leadership, and soldiers' view of their unit's combat and operational readiness all declined.
- During training exercises, soldiers' perception of NCO leadership increased. Soldier pride, unit cohesion, and soldiers' perception of operational and combat readiness and general leadership remained stable.
- During Deployment, soldiers' view of leadership declined from pre-deployment levels.
- Soldier pride, unit cohesion, and soldiers' view of their unit's operational and combat readiness did not change.

Emerging OPTEMPO Model

- When predictability was taken into account, junior-enlisted soldiers who worked 8 to 13 hours per day reported higher rates of Military Readiness than junior-enlisted soldiers who worked less than 8 hours or more than 13 hours a day.
- For soldiers who seldom worked in their MOS, Medical Readiness was highest for those who worked between 9 and 12 hours a day.
- Soldiers with families reported lower depression scores when they had an 11 to 14 hour predictable workday.



The OPTEMPO Environment

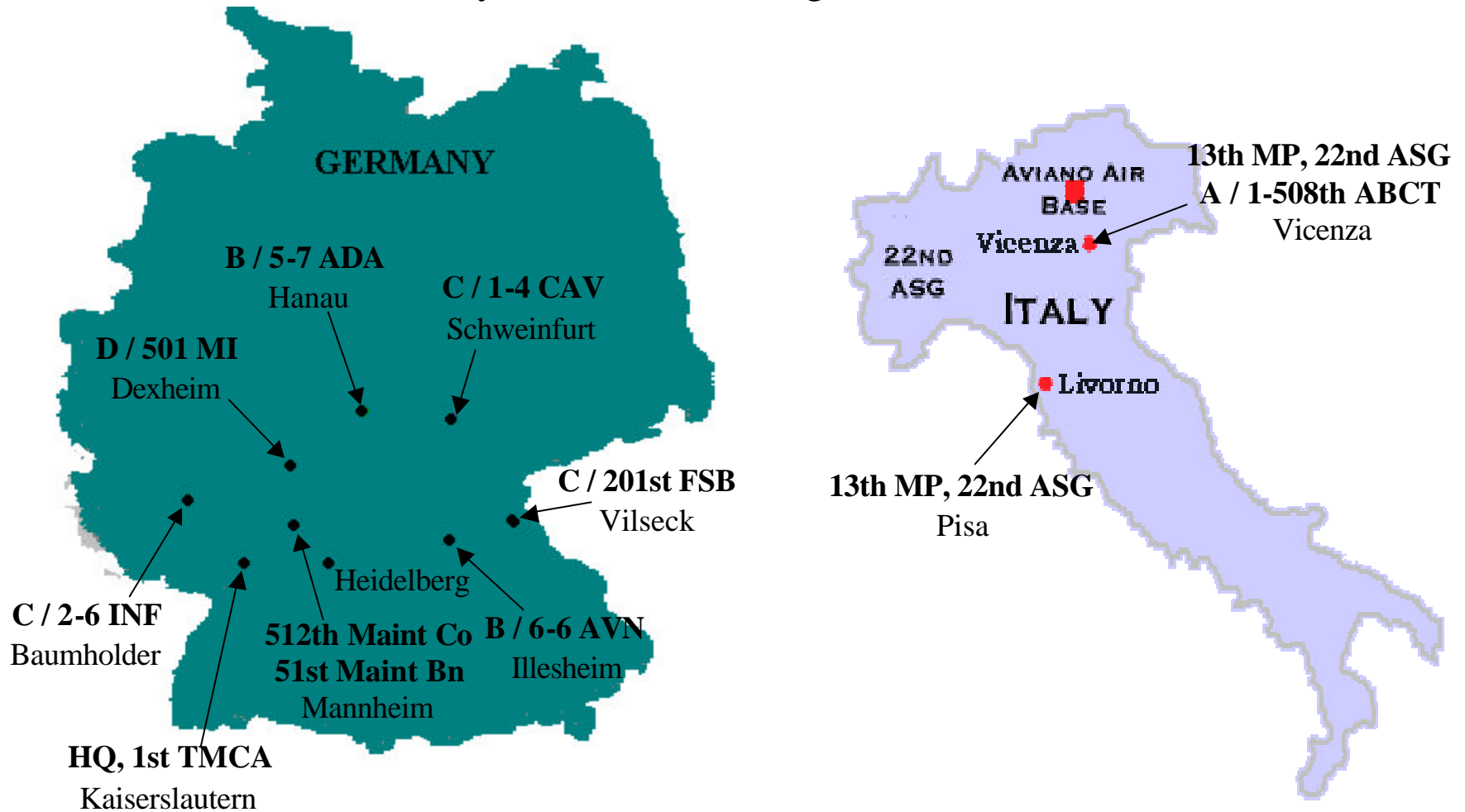


- Survey and unit outcome measure data were collected from 686 soldiers in 10 companies.
- A total of 209 enlisted soldiers and leaders were interviewed.
 - 40 Leader Interviews
 - 31 Career Decision Interviews
 - 23 Focus Groups involving 138 soldiers.



Unit Locations

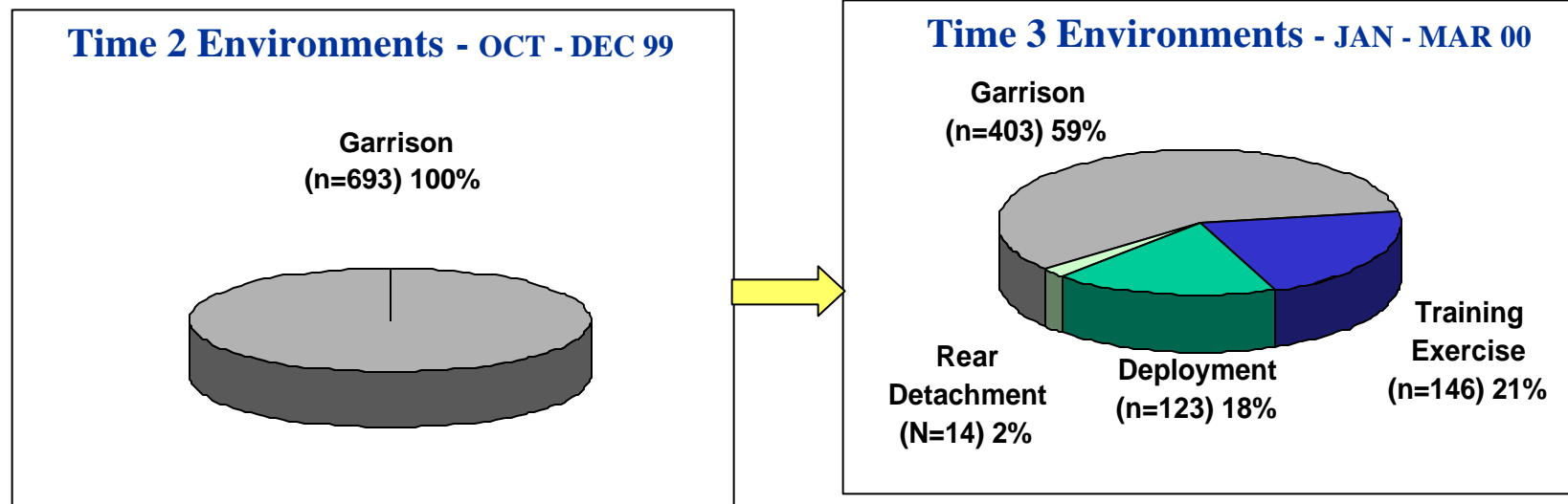
- The 10 units in this study are located throughout USAREUR.





Operations Tempo: Specific Environments

- During the third data collection (Time 3; JAN – MAR 00), 5 of the units (60% of the sample) were in Garrison, 3 were in Training and 2 were Deployed.
- In order to assess the impact of different environments, units were compared to their previous (OCT – DEC 99) Garrison rates:
 - The 3 units in Training were compared to their previous rates.
 - The 2 Deployed units were compared to their previous rates.
 - The 5 units in Garrison were compared with their previous rates.





Categories of Measures

MILITARY READINESS

- Morale
- Soldier Pride
- Combat Readiness
- Operational Readiness
- Mission Readiness
- Unit Cohesion
- Leadership (Vertical Cohesion)
- General Leadership Quality
- ✓ Awards
- ✓ Promotions
- ✓ Driving Offenses
- ✓ Safety Performance
- ✓ Gunnery Scores
- ✓ Range Scores
- ✓ UCMJ
- ✓ AWOLS

TEMPO MEASURES

- ◆ Number of Deployments
- ◆ Days on Leave/Pass
- ◆ Days on TDY
- ◆ Work Hours
- ◆ Days in Field

MEDICAL READINESS

Wellness Behaviors

- Cigarettes
- Alcohol
- Caffeine
- Sleep
- Physical Exercise
- ✓ Urinalysis
- ✓ Accidents

Well-Being

- Well-Being
- Depression
- Physical Symptoms
- ✓ APFT Scores
- ✓ Profiles
- ✓ Sick Call Rates
- ✓ Suicides

JOB ATTITUDES

- | | |
|-------------------|---------------------|
| - Recognition | - Involvement/ |
| - Challenge | Engagement |
| - Time Commitment | - Job Satisfaction |
| - Work Intensity | - Work Overload |
| - Goal Acceptance | - Task Significance |
| - Job Control | |

SOLDIER & FAMILY ISSUES

Career Issues

- Career Decision
- Promotional Opportunity
- Re-enlist Bonus
- ✓ Retention Statistics
- ✓ Indebtedness

Family Issues

- Work/Family Conflict
- Family/Work Conflict
- ✓ Family Abuse

NOTE: ✓ indicates unit objective measure.



Operations Tempo: Environment Overview

Rank

Jr. Enlisted: 54.2% (n=375)
NCO: 36.6% (n=253)
Officer: 9.2% (n=64)

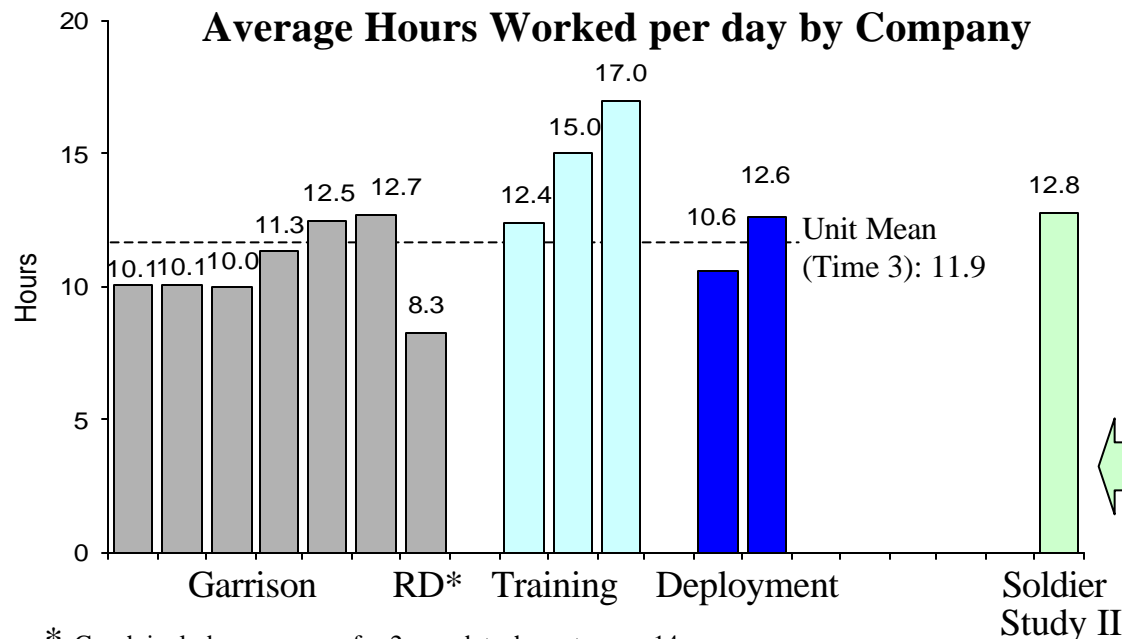
Gender

Female: 15.5% (n=108)
Male: 84.5% (n=587)

- The reported levels of OPTEMPO rates varied across units and environments.
- For example, units reported working from 8.3 to 17.0 hours a day with an individual average of 12.1 hours a day.

"There is no 'after work' here."
Junior-enlisted interview, garrison

"I'm never bored." *Leader, garrison*



USAREUR Kosovo
Mid-deployment
N = 1718
MAR - APR 99

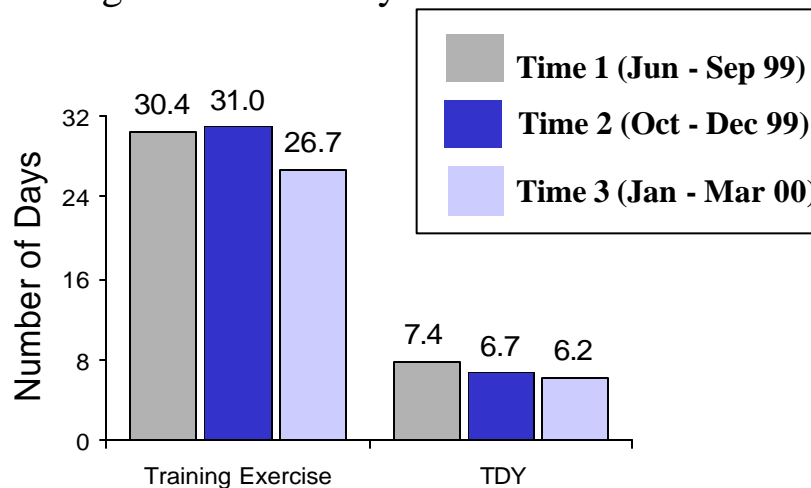
* Graph includes responses for 2 rear detachments, n = 14.



OPTEMPO: Garrison Environment

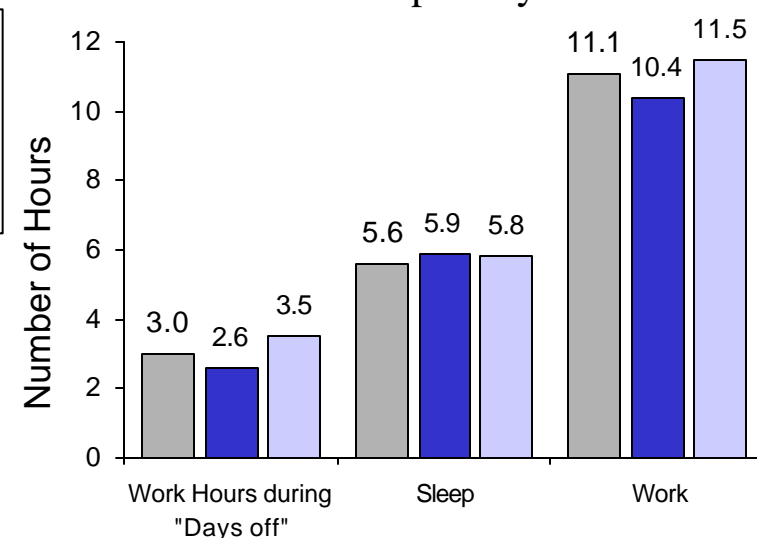
- Training Tempo and Workload for the 5 units that remained in Garrison were fairly consistent across the first three data collection periods.

In the past 6 months, what is the average number of days on:



Training Tempo

In the past week, what is the average number of hours per day of:



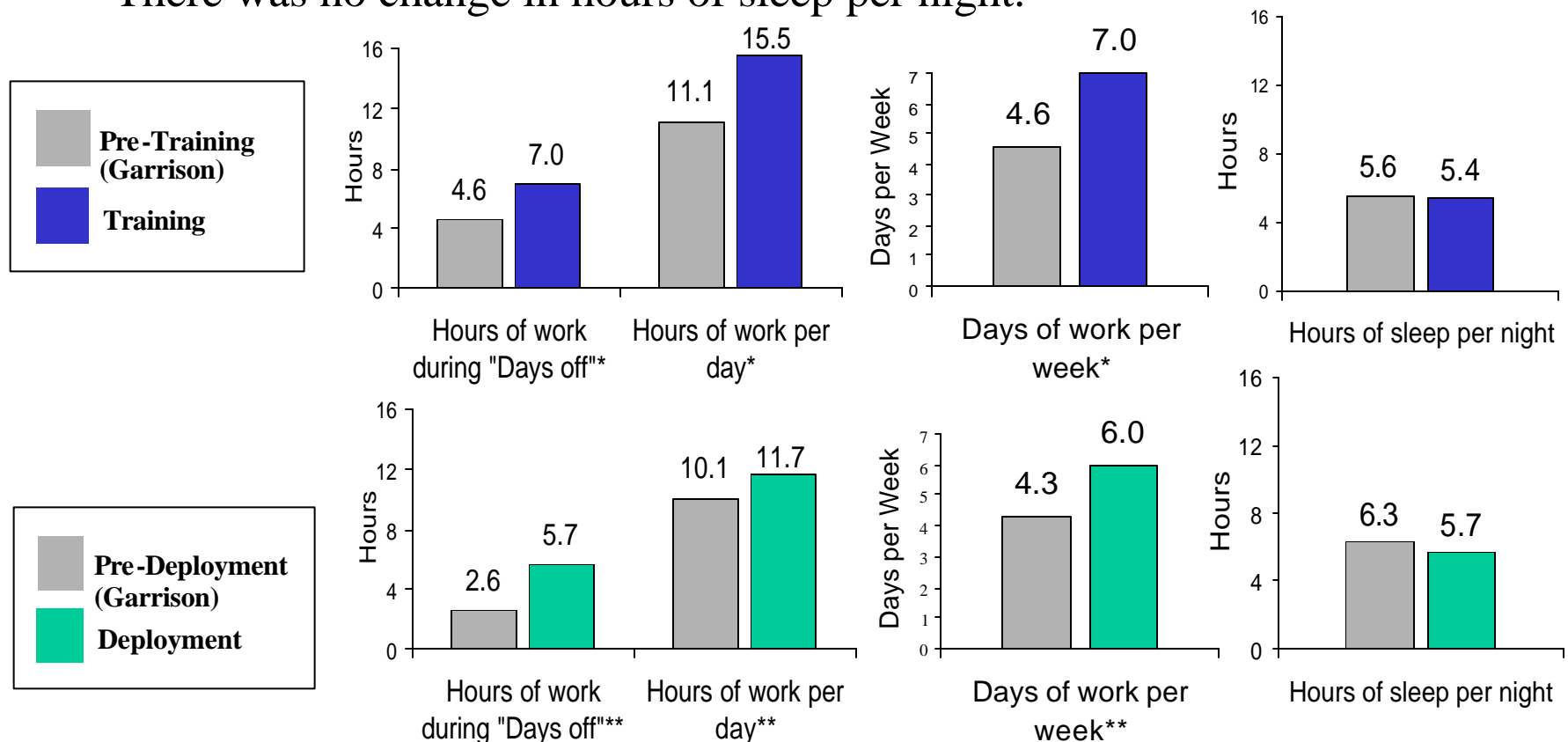
Workload

When a unit has an OPTEMPO level this high, they are only able to do "deadline" maintenance. There is no opportunity for preventive maintenance. This process takes its toll on the soldiers and the equipment. *Leader, garrison*



OPTEMPO: Training and Deployed Environments

- Overall, Workload increased in the Training and Deployed environments compared to previous levels in Garrison.
- There was no change in hours of sleep per night.



*All t 's (72-79) > 10.65, p 's < .01

**All t 's (79-81) > 7.07 p 's < .05



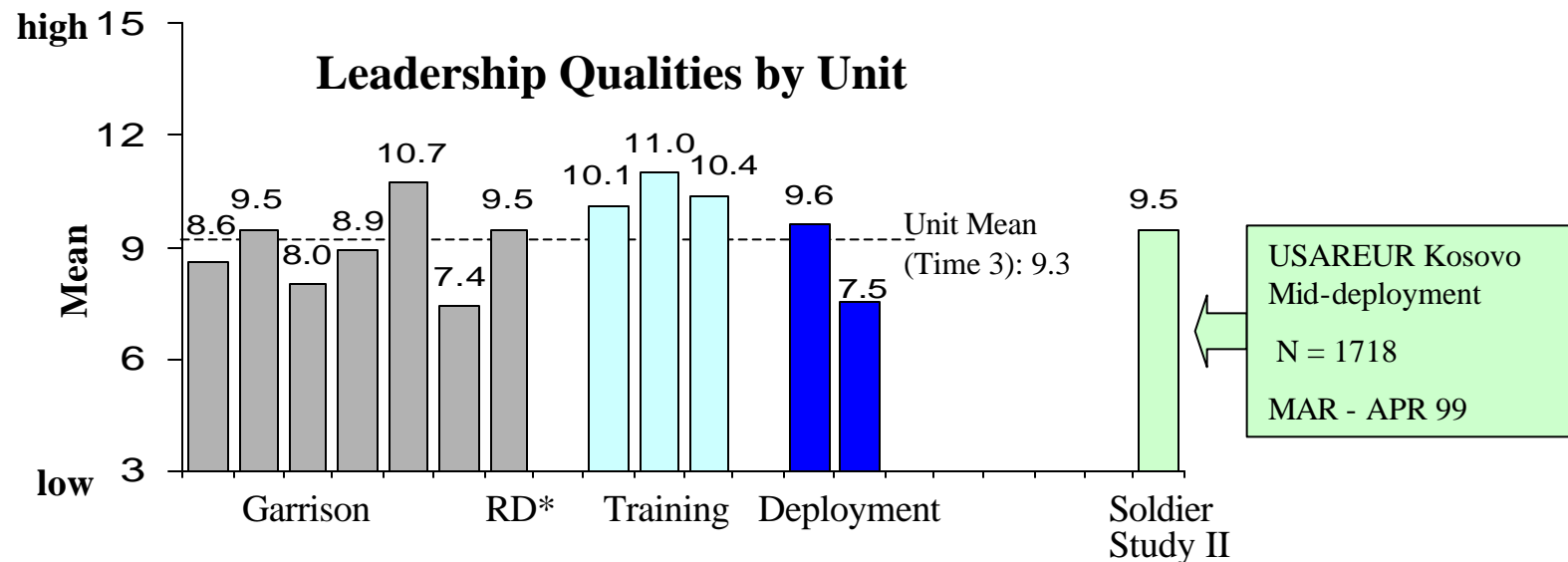
Military Readiness: Overview

- Military readiness ratings varied across units and environments.

"I'm proud of my unit because I think we have a high level of military discipline, high level of motivation...my NCOs set the example for the soldiers." *Leader, garrison*

"I think overall the leadership's good. Checking on their soldiers. They've definitely made it comfortable to be down here, giving a lot of comfortable items to the soldiers." *Leader, deployment*

"But he [NCO] doesn't lead by example. There are a lot NCOs who don't know how to do the job. The soldier asks, 'How do you do this?' And he doesn't know." *Junior-enlisted soldier, garrison*



* Graph includes responses for 2 rear detachments, n = 14.



Military Readiness in Garrison

- Soldiers in Garrison had lower scores on the following military readiness scales than they did in the previous data collection period:*

- Combat & Operational Readiness
- Soldier Pride
- General Leadership Qualities
- NCO Leadership
- Officer Leadership

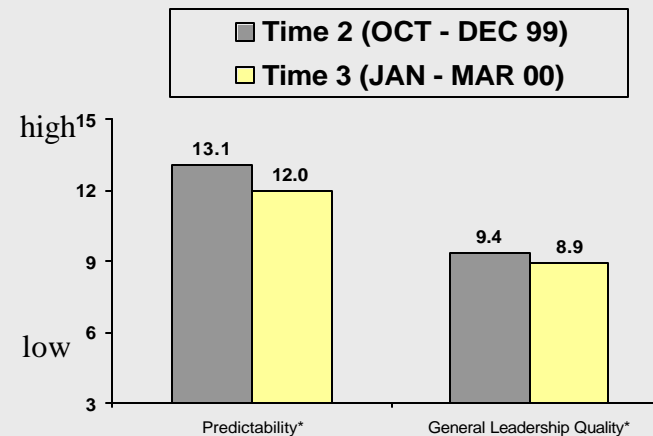
- Military readiness scores that did not change over time in Garrison:

- Unit Cohesion

“Everything seems like it is a last minute suspense. They [the suspenses] are so stacked up that they [leaders and soldiers] can't adequately prepare for most things. When they are putting out fires like this, planning suffers for the next event and the cycle perpetuates itself”

Leader, garrison

- Predictability and Leadership Quality declined from Time 2 to Time 3.
- Perceptions of Predictability and Military Readiness are linked. As predictability increased, soldiers' perception of leadership also increased ($r=.49, p<.01$).



“Right now, this unit isn't combat ready. We could roll into combat and probably complete our mission but could we do it to the best of our abilities...?” *Leader, garrison*

(*All paired t 's (264) > 2.08, p 's < .05)

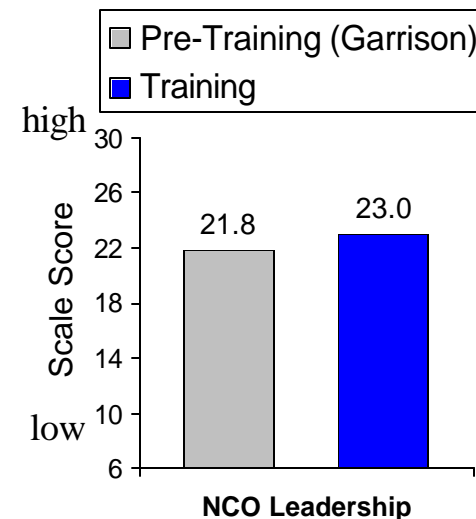


Military Readiness in Training

- Soldier perception of NCO leadership improved during Training exercises from the previous Garrison levels (Time 2), ($t(80) = -2.98, p's < 0.01$).
- Military readiness scores that did not change in Training environments:
 - Soldier Pride
 - Operational Readiness
 - General Leadership Qualities
 - Unit Cohesion
 - Combat Readiness

"I know that you have to do more with less in the Army BUT, guess what? They are spreading our people too thin, and having it going so many different ways they're becoming un-proficient in everything"
Group interview, training

During the training exercise "soldiers feel like their work is contributing to the unit's mission." *Leader, training exercises*



**Average Days Spent on
Current Training
Exercise
14.3 Days**

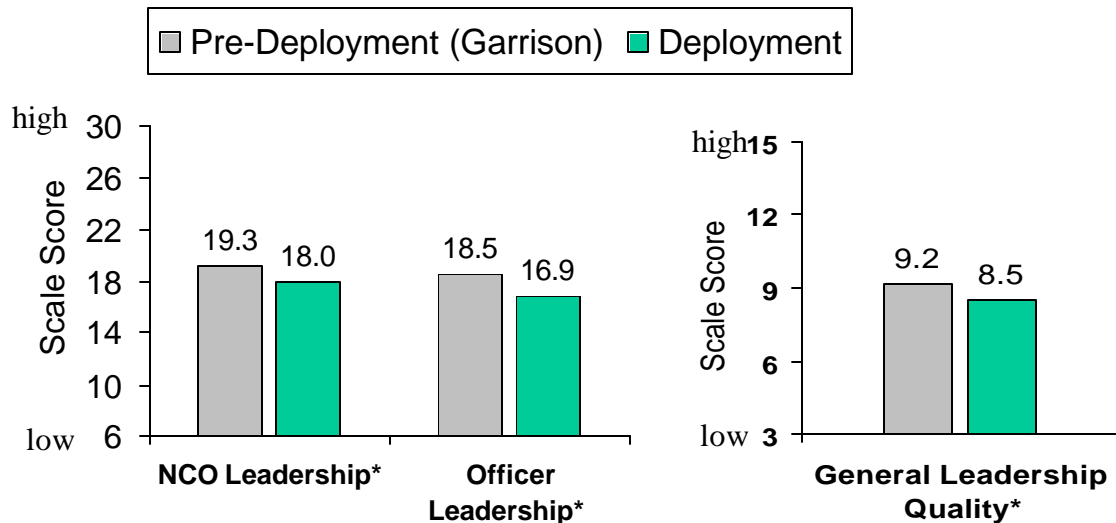


Military Readiness on Deployment

- NCO and Officer Leadership ratings and General Leadership Quality ratings declined during Deployment.
- Military Readiness scores that did not change from Pre-Deployment (Garrison) to Deployment environment:

- Soldier Pride
- Operational Readiness
- Combat Readiness
- Unit Cohesion

During deployment, the schedule is much more predictable – fewer distracters, more control and “a lot less is thrown at us.” *Leader, deployment*



“People just see this as a never ending giving trip. You are always being asked to give a little more, give a little more, and you are never given anything back”. *Leader, deployed*

*All paired t 's (81) > 2.78, p 's < 0.01



Medical Readiness: Environment

Marital Status

Single:	40.8% (n=280)
Married:	50.8% (n=353)
Separated/Divorced:	8.0% (n=58)
Widowed:	0.3% (n=2)

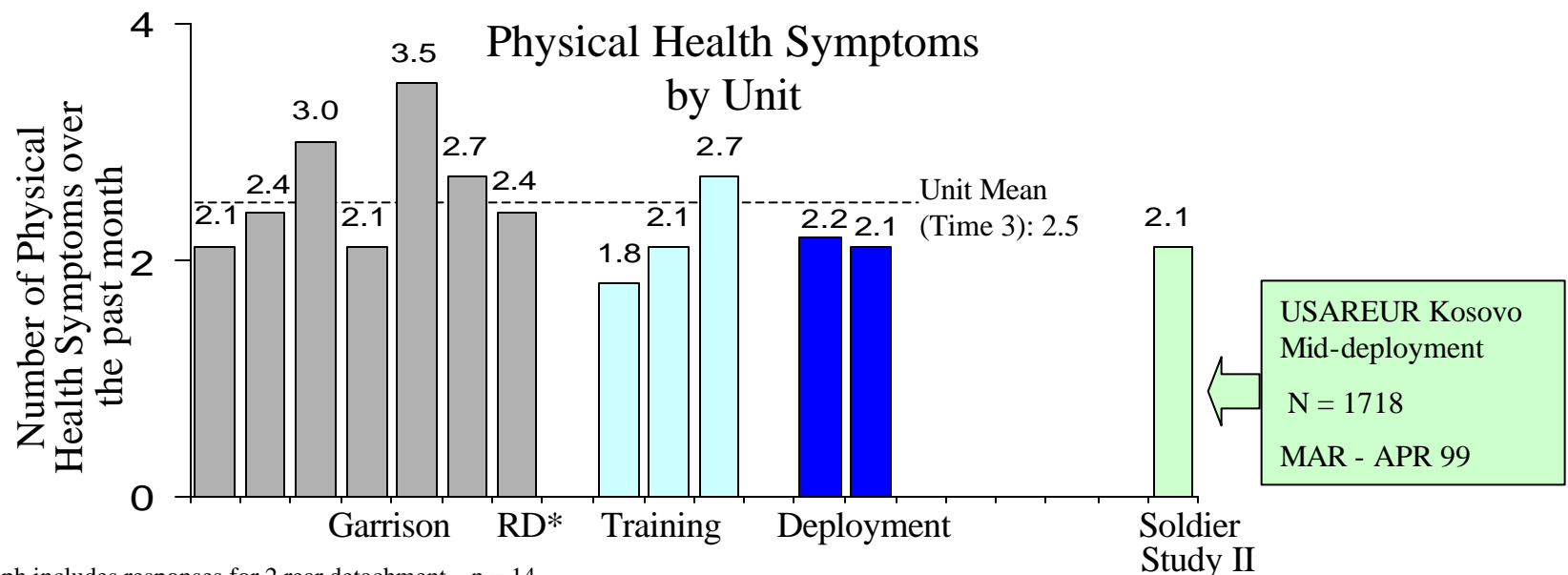
Soldiers with Children living at Home:

41.0% (n=284)

- Medical Readiness levels varied across units and environments.

- 38.4% of the soldiers reported no physical health symptoms.

- The number of physical health symptoms ranged from 1.8 to 3.5 symptoms.



* Graph includes responses for 2 rear detachment, n = 14



Medical Readiness in Garrison

- During Time 2 soldiers in Garrison reported¹ fewer physical health symptoms, $t(264)=3.20$, $p < 0.01$, than during Time 3.
- Soldiers in Garrison reported no changes over time in psychological distress.

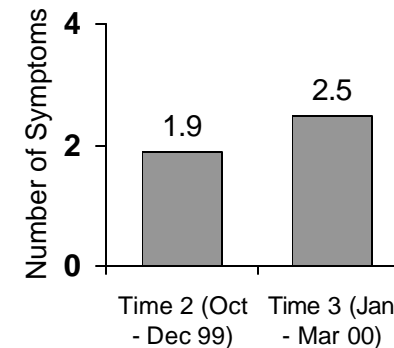
Specific physical health symptoms during the 2nd vs. 3rd data collections:

- Aching Joints & Bones (27.7% vs. 36.0%)
- Back Problems (23.6% vs. 28.6%)
- Sinus Trouble (18.3% vs. 22.3%)
- Muscle Aches or Cramps (16.4% vs. 21.1%)

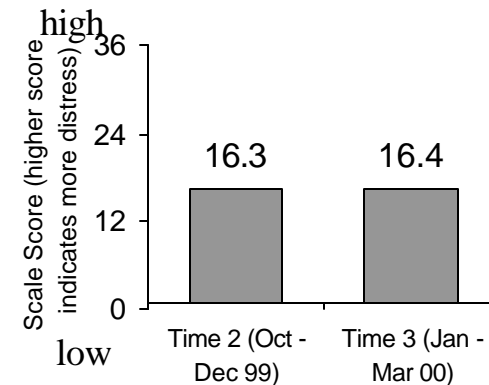
One soldier says that the high OPTEMPO really takes quite a toll on him physically... "I can't sleep." *Junior-enlisted soldier, garrison*

He further explained that this schedule for a lengthy period of time could wear down the soldiers...they are no longer "fresh" for the job, their initial positive attitude about the mission fades, and they are less likely to pay attention to the details of the job. *Enlisted soldier, garrison*

Physical Health Symptoms*



Psychological Well-being



* $p < 0.05$

¹Reported "often" or "very often"



Medical Readiness in Training

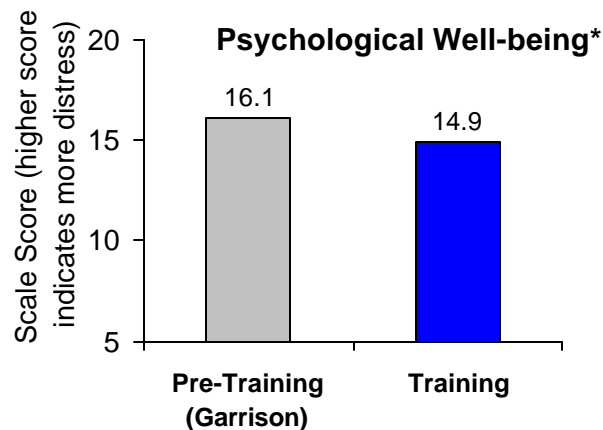
- Medical Readiness scores that did not change from Garrison to Training environment:

- Number of Physical Symptoms
- Work Missed Due to Illness
- Caffeine & Tobacco Intake

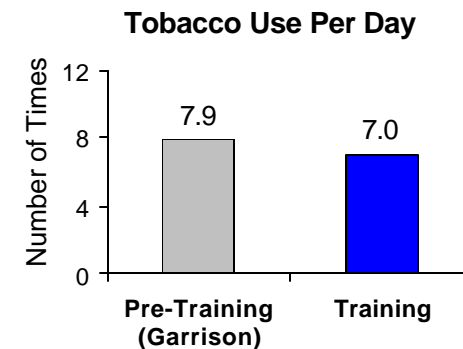
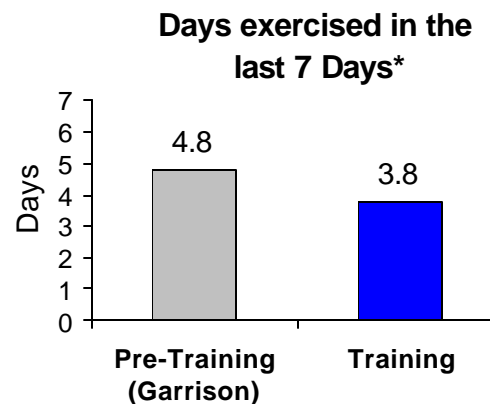
- Soldiers in Training reported lower rates of psychological distress compared to when they were in Garrison $t(80)=2.44, p<.05$.

“Here I get to focus on my primary duty and my morale is pretty high when I get to do that....when I get home I would say my morale is lower back in garrison, because I am saturated with all the other crap I have to do.” *Enlisted soldier, training environment*

- Soldiers in Training reported less physical exercise than when they were in Garrison $t(80)=3.89, p<.01$.



* $p < .05$

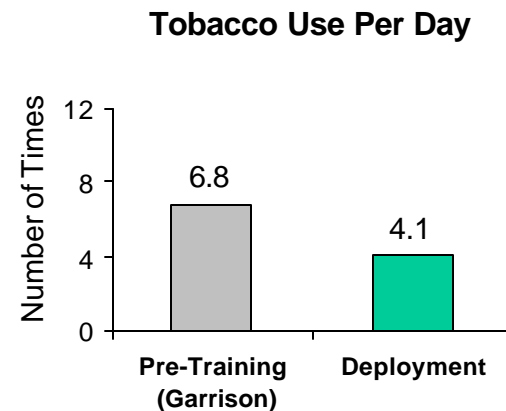
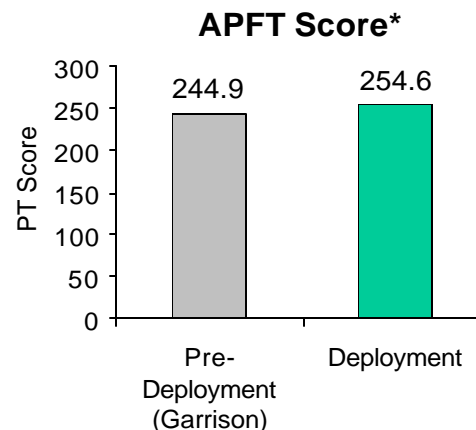
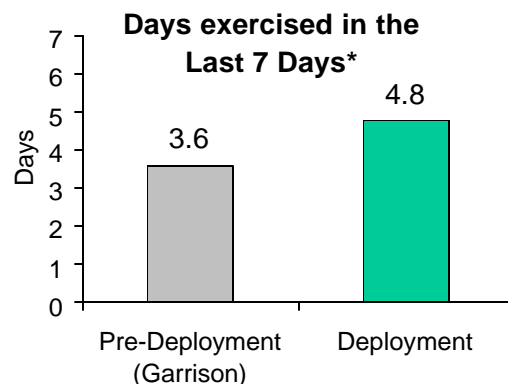




Medical Readiness on Deployment

- Soldiers on Deployment reported performing more physical exercise than when they were in Garrison $t(81) = 4.03, p < 0.01$.
- Consistent with exercising more, soldiers had higher APFT scores while deployed** (254.6) than in Garrison (244.9) $t(108) = -2.58, p < 0.05$.
- Medical Readiness scores that did not change from Pre-Deployment to the Deployed Environment:
 - Number of Physical Symptoms
 - Work Missed Due to Illness
 - Caffeine & Tobacco Intake
 - Psychological Well-being

One leader on deployment identified the worst aspects about deployment: "Finding time to wind down." *Leader interview, deployed*



* $p < 0.05$

**PT scores were recorded while soldiers were deployed.



Environmental Model of Morale

- Correlates of morale shifted depending on the environment.
- At pre-deployment, morale was highly dependent on the belief that unit goals are reasonable (goal acceptance).
- On deployment, morale was related to individual well-being and NCO leadership.

Morale by Environment

There was no difference in morale for soldiers in garrison, training and a deployed environment.

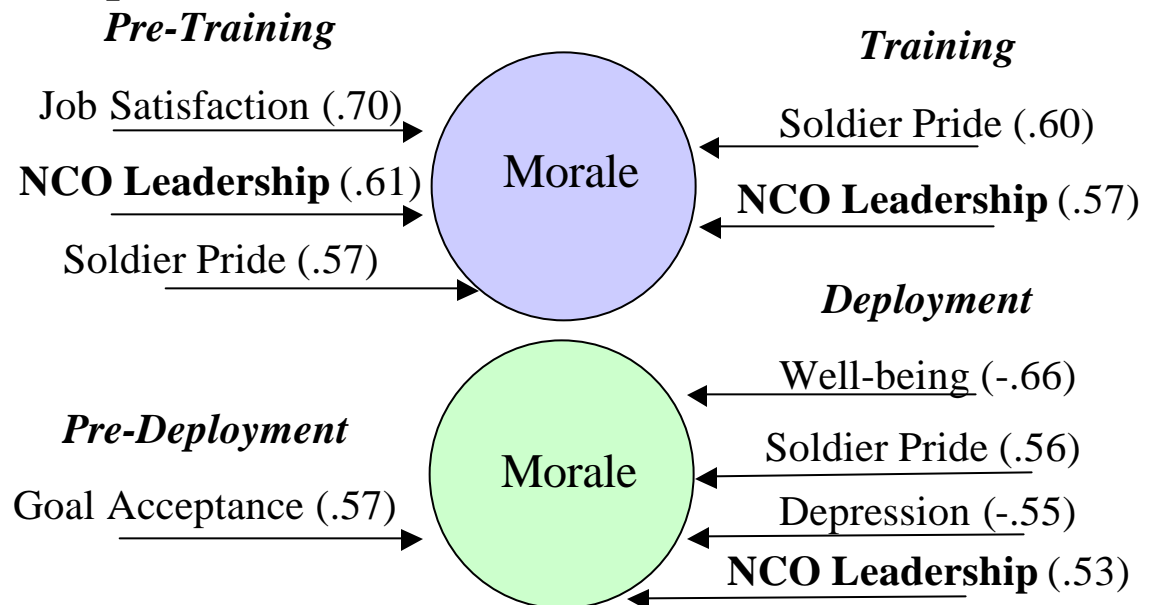
SLEEP

Sleep is most strongly correlated with morale in the training environment ($r=.41^{**}$).

On deployment, sleep does not correlate with morale.

In garrison, sleep correlates slightly with morale ($r=.14^{**}$).

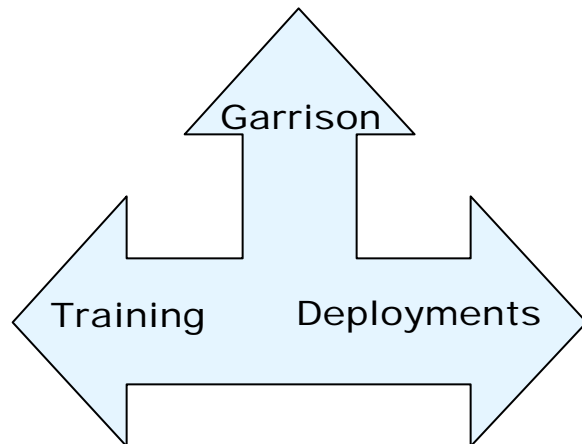
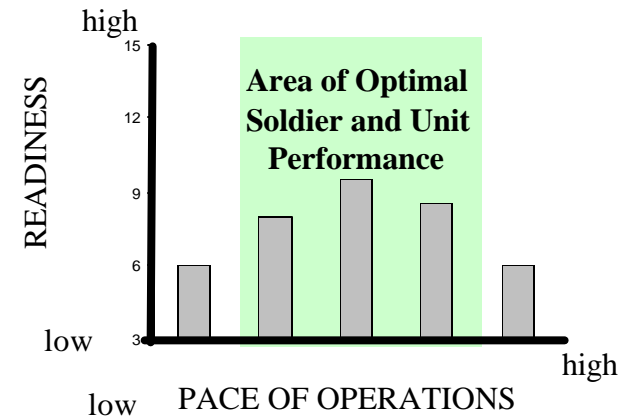
$^{**}p<.001$.





Emerging Research Models

- The initial data collection (Time 1; JUN – SEP 99) provided baseline data in garrison.
- Time 2 (OCT – DEC 99) findings indicated that predictability, engaging in MOS-relevant work, and training were key in modeling overall Military Readiness.



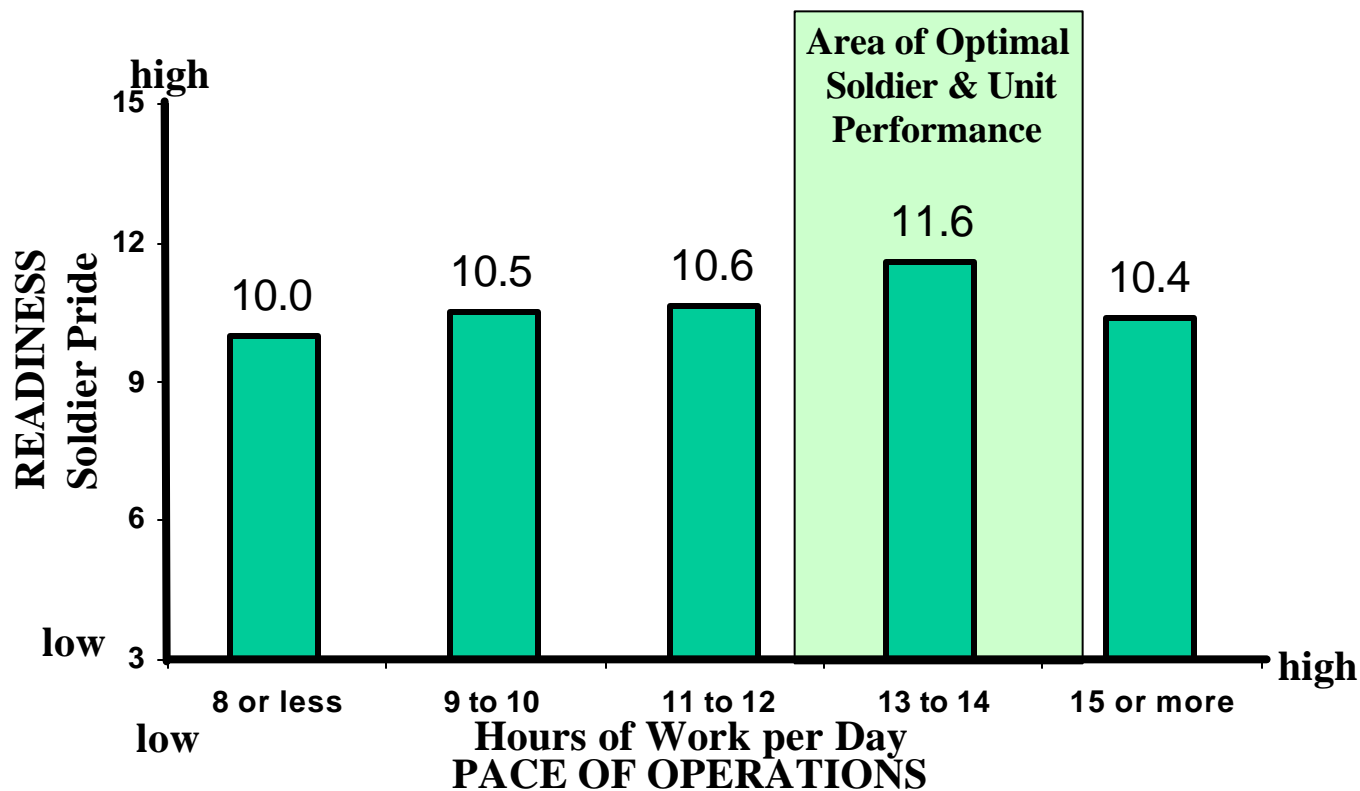
- Findings from the current brief (Time 3; JAN – MAR 00) identified areas in which environment plays an important role in Soldier and Unit Readiness.

- The following slides illustrate our emerging research model.



Work Hours, Predictability & Soldier Pride

- In Garrison, the hours soldiers worked per day did not directly affect soldier readiness ratings.
- When predictability was taken into account¹, however, Soldier Pride was highest for soldiers who worked 13 to 14 hours per day $F(5,383) = 18.85, p < 0.01$.

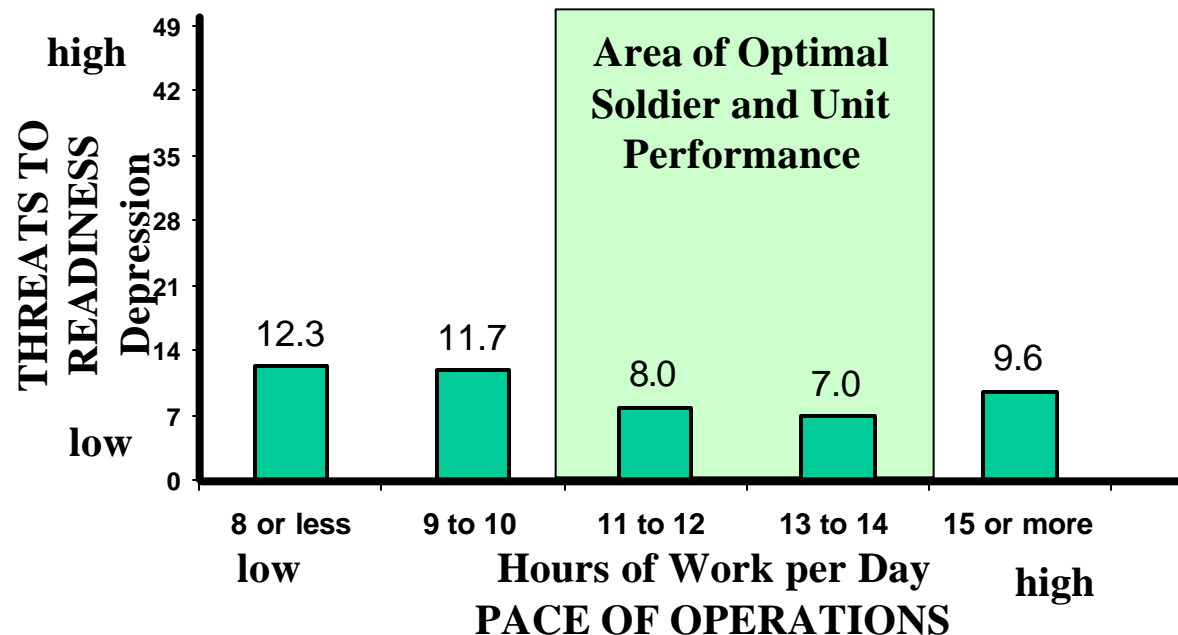


¹Analysis of Covariance (ANCOVA) was used to provide statistical control for predictability.



Work Hours, Predictability & Depression

- In Garrison, OPTEMPO levels alone did not directly affect medical readiness for soldiers with families.¹
- When predictability was taken into account², depression scores were lowest when soldiers with families worked 11 to 14 hours than soldiers with families who worked less than 11 or more than 14 hours, $F(5,215) = 3.1, p < 0.05$.



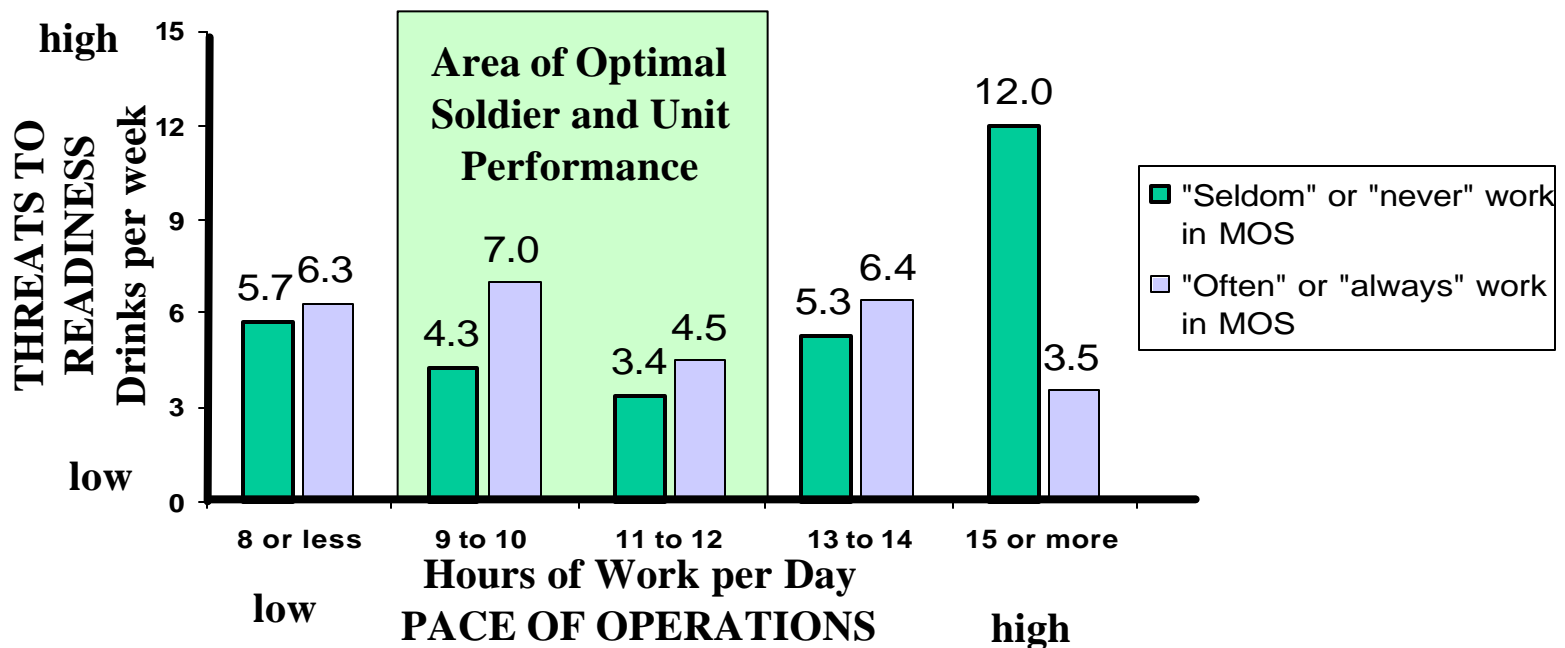
¹Family is defined as “a married couple and/or an individual with children”.

²Analysis of Covariance (ANCOVA) was used to provide statistical control for predictability.



Work Hours, MOS and Alcohol Intake

- OPTEMPO levels alone did not directly affect alcohol consumption for soldiers in Garrison¹.
- For soldiers in Garrison who reported working “seldom” or “never” in their MOS, working 9 to 12 hours a day was associated with the lowest alcohol consumption $F(4,328) = 847.99, p < 0.01$. This relationship was not found for soldiers who reported working in their MOS.



¹This relationship was found in the Time 1 data set for male junior-enlisted soldiers.



Conclusion/Recommendations

- All three OPTEMPO components (Garrison, Training and Deployments) are key to understanding soldier and military performance.
- Predictability continues to be an important variable for understanding soldier readiness in a high OPTEMPO environment, but it is getting worse.
- For the first time, psychological and physical health of deployed soldiers remained high.
- NCO leadership is emerging as the key to maintaining high soldier morale across all three military environments.
- Use training exercises and deployments as an opportunity to get soldiers to increase wellness behaviors, such as losing weight, quitting smoking, and chewing tobacco.
- Unit cohesions is not always the best indicator of how soldiers are doing in high OPTEMPO environments.
- Soldiers are not getting the opportunity to recover from periods of high workload in all three environments.
- Workload is higher in the training environment than it is on deployment or in garrison.



Point of Contact

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Soldier OPTEMPO Survey

U.S. Army Medical Research Unit-Europe, Walter Reed Army Institute of Research
U.S. Army Medical Research and Materiel Command



Privacy Act/Informed Consent Information

ver: 29 Nov 1999

OPTEMPO Survey

1) **Authority:** 10 U.S.C. Sections 136 and 5 U.S.C. 552a; Executive Order 9397

2) **Purpose:** USAMRU-E/WRAIR is conducting a study of soldiers' responses to OPTEMPO and PERSTEMPO.

3) **Uses:** I understand the purpose of this survey is to develop information to benefit soldiers and units, and that I may not directly benefit from this survey.

4) **Disclosure:** Disclosure of your Social Security Number is voluntary. I consent to the use of my answers by staff of the U.S. Army Medical Research-Europe, Walter Reed Army Institute of Research (USAMRU-E/WRAIR), to compile statistics of group data.

I understand my name or any other data from which I could be recognized will not be available to anyone beyond the professional staff conducting the study.

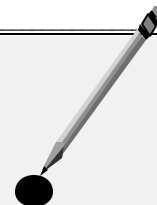
I understand I have the right to withdraw my consent to participate in the study at any time.

I understand USAMRU-E/WRAIR may access other military records identified by, or filed under, my social security number in conjunction with this survey.

Instructions:

- Use a #2 pencil
- Mark your answer by filling in the bubble completely like this:

RESULTS ARE CONFIDENTIAL!



SOCIAL SECURITY NUMBER :

0	0	0	0	0	0	0	0	0	0
1	1	1	1	1	1	1	1	1	1
2	2	2	2	2	2	2	2	2	2
3	3	3	3	3	3	3	3	3	3
4	4	4	4	4	4	4	4	4	4
5	5	5	5	5	5	5	5	5	5
6	6	6	6	6	6	6	6	6	6
7	7	7	7	7	7	7	7	7	7
8	8	8	8	8	8	8	8	8	8
9	9	9	9	9	9	9	9	9	9

YOUR AGE:

0	0
1	1
2	2
3	3
4	4
5	5
6	6
7	7
8	8
9	9

TODAY'S DATE:

MONTH	DAY	YEAR
JAN	0	2000
FEB	1	2001
MAR	2	2002
APR	3	2003
MAY	4	
JUN	5	
JUL	6	
AUG	7	
SEP	8	
OCT	9	
NOV		
DEC		

GENDER:

Female	<input type="radio"/>
Male	<input type="radio"/>

CURRENT MARITAL STATUS:

Single (Never Married)	<input type="radio"/>
Married	<input type="radio"/>
Separated	<input type="radio"/>
Divorced	<input type="radio"/>
Widowed	<input type="radio"/>

Indicate Highest Level of Education obtained:

Some High School	<input type="radio"/>
High School	<input type="radio"/>
Diploma/ GED	<input type="radio"/>
Some College	<input type="radio"/>
Bachelor's Degree	<input type="radio"/>
Graduate Degree	<input type="radio"/>

Number of children living at home:

0	<input type="radio"/>
1	<input type="radio"/>
2	<input type="radio"/>
3	<input type="radio"/>
4	<input type="radio"/>
5	<input type="radio"/>
6 or more	<input type="radio"/>

ETHNICITY:

African-Am/Black	<input type="radio"/>
Asian	<input type="radio"/>
Hispanic	<input type="radio"/>
White	<input type="radio"/>
Other	<input type="radio"/>

YOUR UNIT:

Squad:	_____
Platoon:	_____
Company:	_____
Battalion:	_____

COMPONENT:

<input type="radio"/>	Army
<input type="radio"/>	Navy
<input type="radio"/>	Air Force
<input type="radio"/>	Marines

STATUS:

<input type="radio"/>	Active
<input type="radio"/>	Reserves
<input type="radio"/>	Guard
<input type="radio"/>	Civilian
<input type="radio"/>	Other?

RANK:

E	<input type="radio"/>	1	<input type="radio"/>
O	<input type="radio"/>	2	<input type="radio"/>
WO	<input type="radio"/>	3	<input type="radio"/>
		4	<input type="radio"/>
		5	<input type="radio"/>
		6	<input type="radio"/>
		7	<input type="radio"/>
		8	<input type="radio"/>
		9	<input type="radio"/>

WHAT IS YOUR MOS?

(Answer in 3 digits only. Example: a "67B" would bubble in "6," "7," and "B.")

0	<input type="radio"/>	A	<input type="radio"/>	U	<input type="radio"/>
1	<input type="radio"/>	B	<input type="radio"/>	V	<input type="radio"/>
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6	<input type="radio"/>	G	<input type="radio"/>		
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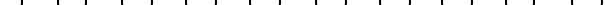
Other: ☐

<p>Do you have a family member enrolled in the Exceptional Family Member Program (EFMP)?</p> <p>Yes <input type="radio"/> No <input type="radio"/></p>	<p>How many years have you been in the military?</p> <p><i>Example: If you've been in 9 years, you should write in and bubble in "0" and then "9".</i></p> <table border="1"> <tr> <td>0</td> <td>9</td> </tr> </table>	0	9	<p>How many hours of work have you averaged per day in the past week?</p> <table border="1"> <tr> <td></td> <td></td> </tr> </table>			<p>Think about your "days off" during the past week. On average, how many hours did you perform duty-related work during a "day off"?</p> <table border="1"> <tr> <td></td> <td></td> </tr> </table>																																																																																							
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<p>Is your spouse in the military?</p> <p>Yes <input type="radio"/> No <input type="radio"/></p> <p>Not Married <input type="radio"/></p>	<table border="1"> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> </tr> <tr> <td>5</td> <td>5</td> </tr> <tr> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>7</td> </tr> <tr> <td>8</td> <td>8</td> </tr> <tr> <td>9</td> <td>9</td> </tr> </table>	0	0	1	1	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9	<table border="1"> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> </tr> <tr> <td>5</td> <td>5</td> </tr> <tr> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>7</td> </tr> <tr> <td>8</td> <td>8</td> </tr> <tr> <td>9</td> <td>9</td> </tr> </table>	0	0	1	1	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9	<table border="1"> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> </tr> <tr> <td>5</td> <td>5</td> </tr> <tr> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>7</td> </tr> <tr> <td>8</td> <td>8</td> </tr> <tr> <td>9</td> <td>9</td> </tr> </table>	0	0	1	1	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9																															
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<p>How many days have you been on a training exercise in the past 6 months?</p> <p><i>Example: If it is 19, you should write and bubble in "0" and then "1," and "9".</i></p> <table border="1"> <tr> <td>0</td> <td>1</td> <td>9</td> </tr> </table>	0	1	9	<p>In the past week, how many days have you performed military related work?</p> <table border="1"> <tr> <td></td> </tr> </table>		<p>How many days of leave and/or passes have you taken in the past 12 months?</p> <table border="1"> <tr> <td></td> <td></td> <td></td> </tr> </table>				<p>How many days of leave and/or passes have you lost in the past 12 months?</p> <table border="1"> <tr> <td></td> <td></td> </tr> </table>																																																																																				
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<p>How many days have you been TDY in the past 6 months?</p> <table border="1"> <tr> <td>0</td> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> <td>4</td> </tr> <tr> <td>5</td> <td>5</td> <td>5</td> </tr> <tr> <td>6</td> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>7</td> <td>7</td> </tr> <tr> <td>8</td> <td>8</td> <td>8</td> </tr> <tr> <td>9</td> <td>9</td> <td>9</td> </tr> </table>	0	0	0	1	1	1	2	2	2	3	3	3	4	4	4	5	5	5	6	6	6	7	7	7	8	8	8	9	9	9	<p>How many hours of sleep have you averaged per night in the past week?</p> <table border="1"> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> </tr> <tr> <td>5</td> <td>5</td> </tr> <tr> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>7</td> </tr> <tr> <td>8</td> <td>8</td> </tr> <tr> <td>9</td> <td>9</td> </tr> </table>	0	0	1	1	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9	<p>Have you ever served in combat? (e.g., Vietnam, Persian Gulf, Grenada, Panama, Somalia)</p> <p>Yes <input type="radio"/> No <input type="radio"/></p> <p>Have you ever served on a peacekeeping or humanitarian mission?</p> <p>Yes <input type="radio"/> No <input type="radio"/></p>	<p>How many months in total, have you served in the Balkan Region (e.g. Kosovo, Albania, Bosnia, Croatia, Macedonia, Hungary)?</p> <table border="1"> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> </tr> <tr> <td>5</td> <td>5</td> </tr> <tr> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>7</td> </tr> <tr> <td>8</td> <td>8</td> </tr> <tr> <td>9</td> <td>9</td> </tr> </table>	0	0	1	1	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9	<p>In total, how many deployments have you completed that lasted more than 30 days? (not including training exercises or unaccompanied tours)</p> <table border="1"> <tr> <td>0</td> <td>0</td> </tr> <tr> <td>1</td> <td>1</td> </tr> <tr> <td>2</td> <td>2</td> </tr> <tr> <td>3</td> <td>3</td> </tr> <tr> <td>4</td> <td>4</td> </tr> <tr> <td>5</td> <td>5</td> </tr> <tr> <td>6</td> <td>6</td> </tr> <tr> <td>7</td> <td>7</td> </tr> <tr> <td>8</td> <td>8</td> </tr> <tr> <td>9</td> <td>9</td> </tr> </table>	0	0	1	1	2	2	3	3	4	4	5	5	6	6	7	7	8	8	9	9
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Please use the following scale to tell us how much you **agree** or **disagree** with the statements below:

1. I am proud to be in the U.S. Army
2. I am an important part of my company
3. What I do in the Army is worthwhile
4. My company is ready for combat
5. I am confident in my unit's mission-essential equipment
6. I think we are better trained than most other companies in the Army
7. I think the level of training in this company is high
8. I have real confidence in my unit's ability to perform its mission
9. If we went to war tomorrow, I would feel good about going with my unit
10. I think my unit would do a better job in combat than most U.S. Army units
11. The members of my unit are cooperative with each other
12. The members of my unit know that they can depend on each other
13. The members of my unit stand up for each other
14. The officers in my unit establish clear work objectives
15. The officers in my unit are interested in my personal welfare
16. The officers in my unit delegate work effectively
17. The officers in my unit let soldiers know when they have done a good job
18. The officers in my unit avoid micromanaging soldiers' work
19. The officers in my unit are interested in what I think and how I feel about things
20. The NCOs in my unit establish clear work objectives
21. The NCOs in my unit are interested in my personal welfare
22. The NCOs in my unit delegate work effectively
23. The NCOs in my unit let soldiers know when they have done a good job
24. The NCOs in my unit avoid micromanaging soldiers' work
25. The NCOs in my unit are interested in what I think and how I feel about things
26. The leaders in this company would lead well in combat
27. I am impressed by the quality of leadership in this company
28. My chain-of-command works well

In your opinion, what is the ideal length of time in **months** that a deployment should last?

0 1 2 3 4 5 6 7 8 9 10 11
 12^+


In your opinion, what is the ideal **number** of deployments that a soldier should go on over a 3 year period?

[illegible]

Which best describes your current active-duty Army **career** intentions? Select one option.

1. **Definitely** stay in until retirement (or longer)
2. **Probably** stay in until retirement
3. **Definitely** stay in beyond my present obligation, but not necessarily until retirement
4. **Undecided** about whether to stay after completion of my current obligation
5. **Probably** leave upon completion of my current obligation
6. **Definitely** leave upon completion of my current obligation

When you **leave** active duty, do you plan on serving in the Reserves or National Guard?

Yes Undecided No Not Applicable

☐ ☐ ☐ ☐

1. Your personal morale
2. Morale in your unit
3. Cohesion in your unit
4. Quality of life in your unit
5. Mission readiness of your unit
6. Level of training in your unit
7. Standards of discipline in your unit
8. Your level of burnout
9. Your level of motivation
10. Your level of energy
11. Your level of drive

The diagram shows a Likert scale with five categories: **Very Low**, **Low**, **Medium**, **High**, and **Very High**. Each category is represented by a vertical column of 10 circles, intended for marking responses.

1. Felt you couldn't get going
2. Felt sad
3. Had trouble getting to sleep or staying asleep
4. Felt everything was an effort
5. Felt lonely
6. Felt you couldn't shake the blues
7. Trouble keeping your mind on what you were doing















1. been able to concentrate on whatever you're doing?
2. lost much sleep over worry?
3. felt that you are playing a useful part in things?
4. felt capable of making decisions about things?
5. felt constantly under strain?
6. felt that you couldn't overcome your difficulties?
7. been able to enjoy your normal day-to-day activities?
8. been able to face up to your problems?
9. been feeling unhappy and depressed?
10. been losing confidence in yourself?
11. been thinking of yourself as a worthless person?
12. been feeling reasonably happy, all things considered?

[illegible]

[illegible]

-

0	○	0	○
1	○	1	○
2	○	2	○
3	○	3	○
		4	○
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5	○	5	○
6	○	6	○
7	○	7	○
8	○	8	○
9	○	9	○

cigarettes ☐

cigars ☐

smokeless tobacco ☐

other (specify) ☐

Please use the following scale to tell us how much you **agree** or **disagree** with the statements below.

1. I rarely feel my work is taken for granted.
2. My superiors generally appreciate the way I do my job.
3. The organization recognizes the significance of the contributions I make.
4. My job is very challenging.
5. It takes all my resources to achieve my work objectives.
6. Other people know me by the long hours I keep.
7. The soldiers in my unit think that what's expected of us is clear.
8. The soldiers in my unit think that what's expected of us is reasonable.
9. I work at my full capacity in all of my job duties.
10. I strive as hard as I can to be successful in my work.
11. When I work, I really exert myself to the fullest.
12. I feel responsible for my job performance.
13. I am committed to my job.
14. How well I do in my job matters a great deal to me.
15. How I do in my job influences how I feel.
16. I have personal control over my job performance.
17. Once I am given instructions, I am pretty much left alone to do my job.
18. I am allowed to do my job without constant supervision from others.
19. I am very satisfied with my job in the Army.
20. I like my job in the Army.
21. I am satisfied with the kind of work I do on my job.
22. I have so much work to do that I cannot do everything well.
23. I never seem to have enough time to get everything done.
24. My job leaves me with little time to get things done.
25. I feel that what I am doing is important for accomplishing my unit's mission.
26. I am making a real contribution to accomplishing my unit's mission.
27. What I do helps accomplish my unit's mission.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

Please rate how much you **agree** or **disagree** with the following:

1. The demands of my work interfere with my home and family life.
2. The amount of time my job takes up makes it difficult to fulfill family responsibilities.
3. Things I want to do at home do not get done because of the demands my job on me.
4. My job produces strain that makes it difficult to fulfill family duties.
5. Due to work-related duties, I have to make changes to my plans for family activities.
6. The demands of my family or spouse/partner interfere with work-related activities.
7. I have to put off doing things at work because of demands on my time at home.
8. Things I want to do at work do not get done because of the demands of my family or spouse/partner.
9. My home life interferes with my responsibilities at work such as getting to work on time, accomplishing daily tasks, and working overtime.
10. Family-related strain interferes with my ability to perform job-related duties.

Strongly Disagree

Disagree

Neutral

Agree

Strongly Agree

puts

Do you have any comments? Yes ☐ No ☐

If yes, please write them in the space provided below.

[illegible]

Thank You

